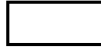


Variable Workday at NPIC

Director of Personnel  
5E 58, Headquarters



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Deputy Director for  
Administration  
7D 26, Headquarters

Deputy Director for  
Science and Technology  
6E 60, Headquarters

Director, National  
Photographic Interpretation  
Center

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OPA 74-3224  
3842/H

20 AUG 1974

MEMORANDUM FOR: Director, National Photographic Interpretation Center

SUBJECT : Variable Workday at NPIC

REFERENCES : a. Memo for D/Pers through DE/S&T fr D/NPIC  
dtd 10 Jul 74, same subj.  
b. Special Report on Flexible Working Hours.  
NBR January - February 1974

1. We have reviewed the proposal for a variable workday at NPIC and considered the possible effect of the adoption of such a proposal for the Agency.

2. As we understand the proposal, all staff members would work a five-day week, eight hours a day, but would have the right to determine their own work hours between the hours of 0600 and 1800. Since systems of this type have been in use in Europe for a number of years, with substantial increases in production and efficiency resulting, and are being tried in industrial corporations in this country, consideration is now being given to such systems in the Federal Government. They have been approved on an experimental basis elsewhere in the Federal Government and are considered within the requirements of Federal law and regulations. It is not apparent yet that such systems will turn out to be satisfactory in the long run. However, the benefits which have resulted from your initial trial, i.e., a general atmosphere of mutual trust, improved production, improved employee morale, easing of the traffic and parking problems, and reduction in short term absenteeism, seem to provide a sufficient basis for giving the system a more complete trial.

3. The adoption of any such system for one component may create a demand for similar systems elsewhere in the Agency. In order that we may determine practicability for other components, detailed information on all aspects of the system is needed.

4. Therefore, the establishment of the proposed variable workday system for NPIC is approved subject to the submission of monthly reports for a period of six months to the Office of Personnel, including information on the following:

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10 JUL 1974

**MEMORANDUM FOR:** Director of Personnel

**THROUGH :** Deputy Director for Science and Technology

**SUBJECT :** Variable Workday at NPIC

1. In mid-January 1974 NPIC initiated a 90-day experiment with a variable workday for a limited number of components. We have now progressed to a point where some concrete conclusions and recommendations can be made. The primary goals of the experiment have been to determine if full implementation of a variable workday would be feasible and advantageous to both employees and managers. In conjunction with these goals, we hoped to be able to answer two basic questions: (1) How would a variable work schedule affect work efficiency? (2) How would the employees and managers react to the changes in the work schedule?

2. Three branches, totaling 31 people have been involved since last January in the experiment. Two of these branches are PI shops and the third is a branch that provides engineering support to the imagery exploitation effort. The mix of functions among these branches has given us a good indication of how a variable workday would affect operations if it were implemented for the entire Center. The plan we have been trying requires the employee to work a five-day week, eight hour day between 0600 and 1800 hours.

3. In all of the branches the results of the experiment were favorable from both the employee and management points of view. Overall, the variable workday has helped to create a general atmosphere of mutual trust between employees and managers. It has given employees more responsibility in monitoring their own work hours and this has communicated to them management's confidence in their professionalism to do a conscientious job with a minimum of supervision. It has had no negative effects on production and in some cases, in the opinion of the supervisors, it has improved production both qualitatively and quantitatively.

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**SUBJECT: Variable Workday at NPIC**

4. More specifically, from the employee's viewpoint, the variable workday has eased traffic and parking problems, all but eliminated the need for taking short periods of leave and has made it easier to take care of many personal matters during the day when it is often more convenient to do so. For management, the variable workday has provided a twelve hour period of staffing, improved employee morale, reduced short-term absenteeism such as that caused by tardiness, and reduced the need to process short-term leave requests.

5. The few minor difficulties that did occur could be solved if the entire Center adopted a variable workday schedule. These include the availability of library services and computer support.

6. We would like permission to implement a variable workday for all of NPIC. The schedule would be the same as the one that has been successfully tested in three of our branches -- a five-day week, eight hour day between 0600 and 1800 hours. Each division and branch would be responsible for ensuring that their mission requirements would be accomplished.

  
JOHN J. HICKS

Director

National Photographic Interpretation Center

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CONCUR:

  
Deputy Director for Science and Technology

1 APR 74

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APPROVED:

Director of Personnel

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